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DD/S-60-1996

19 May 1960

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT : Response to Inspector General's Survey on Career Service

REFERENCE : Memo dtd 29 Jan 60 to DCI fr IG, subj: "Inspector General Survey-  
Office of Personnel: Career Service Program."

1. This memorandum is for your information only and is in response to your request for comments by 1 June 1960 on the Inspector General's Survey on Career Service dated 30 January 1960.

2. My comments on the specific recommendations of the Inspector General are as follows:

a. Career Council and Supergrade Review Board:

I do not concur in the recommendation that these bodies be discontinued and propose that they continue to perform the work presently assigned to them.

b. Career Development Board:

I do not concur in the recommendation to establish a Career Development Board as proposed by the Inspector General. I do, however, recommend the appointment by each Deputy Director of a Career Development Officer to work with the Deputy Director in the furthering of the career development of individuals within that component and to serve on a Personnel Development Board chaired by the Director of Personnel. This Board would recommend Agency career development policies and arrange, with the concurrence of the Deputies concerned, for the movement of individuals from one component to another in the interest of career development.

c. Selection Board and the CIA Career Staff:

I concur in the Inspector General's recommendation that the Selection Board and the Examining Panels be discontinued and that the selection of indi-

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viduals into the Career Staff become the responsibility of the Heads of Career Services. I also recommend that in lieu of accepting the proposal that five years of service be required prior to membership in the Career Staff we retain a minimum three-year waiting period and establish a minimum age requirement of twenty-five years.

d. Career Services:

I do not concur in the recommendation that Career Services be reorganized along occupational lines and propose that the basic career service structure as it now exists be retained.

e. Individual Career Planning:

I concur in the recommendation to rescind Regulation No.   to discontinue the Career Preference Outline, and to substitute individualized planning for those persons who may be expected to grow and develop.

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f. Career Service Brochure:

I concur in the proposal to prepare and distribute a brochure explaining the purpose and objectives of the Career Service Program and the methods of implementation.

3. In addition to the foregoing comments on the Inspector General's specific recommendations, the attachments hereto summarize further thinking within the DD/S Area about Career Service. Tab (A) outlines my personal views on this subject which can be summarized as follows:

a. Career Service is a part of good Personnel Administration---a means, not an end. It is not a "Special Benefits" Program.

b. To achieve our goal we must emphasize the importance of strong and effective line management.

c. There is more good to be gained from striving for intangible benefits brought about by good personnel administration and good management than from emphasizing tangible benefits.

d. Nevertheless, tangible benefits are important for the appropriate people under the right circumstances.

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e. A realistic evaluation of rotation as an instrument of career development suggests that in general ninety per cent of all employees within a Career Service will not find careers in other services, perhaps not more than six to eight per cent may find careers in other services within their major components (DD/S, DD/P, or DD/I), and not more than, say, two per cent are likely to have the opportunity for rotation across major component lines. Therefore, the major responsibility for career development rests with the Deputy Directors and Heads of Career Services for personnel within the Career Services under their jurisdiction. Only a small but important number are likely to be developed for the broadest responsibilities cutting across major component lines.

Tab (B) is a summary of common themes in the responses of the DD/S Office Heads to the Inspector General's report, and Tab (C) is a summary of the Inspector General's Survey as we understood and interpreted it.

4. I feel that this entire examination of our Career Service has been most worthwhile, and through it our accomplishments, which are substantial, as well as our mistakes, have been forcefully brought to our attention. Through this exercise the problems and challenges of Personnel Administration have been brought into sharper focus, and I feel confident that we will profit greatly from it.

/s/

L. K. White  
Deputy Director  
(Support)

3 Att:

Att 1 - Philosophy of Career Service, Tab (A)

Att 2 - Summary of Deputy Director (Support)  
Office Heads' Views, Tab (B)

Att 3 - Summary of the Inspector General's  
Statements, Tab (C)

DD/S:LKW:laq

Distribution:

- 0 - DCI w/Tabs A, B, C
- 1 - DDCI w/Tabs A, B, C
- 1 - DD/P w/Tabs A, B, C
- 1 - DD/I w/Tabs A, B, C
- 1 - IG w/Tabs A, B, C
- 1 - Each DD/S Office Head and Staff Chief w/Tabs A, B, C-----in dittoed form
- 1 - DD/S chrono w/o Tabs
- 1 - DD/S subject w/Tabs A, B, C

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